



Printing and Graphics Business Line
FISCAL YEAR 2008 – 2012 PLAN

The Printing and Graphics Business Plan describes the history, organization, planning, objectives, and operations of the Printing and Graphics Services business line in the Department of Energy's (DOE) Working Capital Fund (WCF), and is organized according to Balanced Scorecard (BSC) planning concepts. This plan uses the trends and lessons learned from the WCF's first ten years of operation to meet DOE and Office of Management (MA) strategic goals, and describe performance measures that will result in a more efficient and effective customer-oriented business line.

The Printing and Graphics Services business line provides a variety of printing and related services for DOE and its employees. These services include visual media, mailing, shipping, and distribution; production and duplication of various electronic informational media; court reporting and transcription services. The business line also sells printed products, such as official DOE stationary, that had previously been sold through the Supplies Business Line.

The Printing and Graphics Services business line provides Headquarters' programs with services to complete their printing and visual media requirements in an economical and efficient manner that is consistent with mandated regulations and Federal Statute. The printing procurement process ensures that requirements of printing jobs have been met by vendors and that the U. S. Government Printing Office (GPO) is utilized as the source for procuring all printing and related services.

Printing Business Line:

Mission: Provide for the production of a complete range of high-quality printed products and related services.

Vision Statement: Provide cost-effective printing and related products comparable to those available from a full-service commercial enterprise.

Balanced Score Card Objectives:

- **Customers:** Produce final printing products that conform to customer's expectations;
- **Financials:** Reduce customers' printing costs by identifying less expensive methods of producing products;
- **Internal Processes:** Foster partnership with GPO to utilize 'best-value contracting;
- **Learning and Growth:** Improve the skills of all staff through training and improve automated systems.

Accomplishments:

- Processed 1,132 printing requests.
- The number of orders placed on the Simplified Purchase Agreement (SPA) with the GPO increased from 127 in FY 2006 to 193 in FY 2007.

- Provided ongoing assistance to the customers on creating and submitting electronic media files for the printing of documents. Performed Flight Check of electronic media.
- Conducted a Department-wide FY 2008 survey for the Government Printing Office (GPO) FY 2008 Open Requisition. This forms the basis for the Department of Energy's request for copies of other federal publications.
- Completed various items to support the 2007 and 2008 National and Middle School Science Bowls to include posters, calendars, certificates and brochures.
- Printed copies of the Department's Strategic Plan, which is the roadmap to address the energy, environmental and nuclear security challenges before us. Production of the plan included a kit folder, brochure and the executive summary.
- Provided printing policy support to field site printing managers in regards to acquiring equipment, disposing of equipment. Hosted the monthly printing and mail teleconference and provided liaison between DOE sites, and GPO, and the Joint Committee on Printing (JCP).
- Printed copies of the Department's Thirtieth Anniversary Program. The programs were distributed during the anniversary ceremony on October 9, 2007.
- Printed copies of the Energy Activities with Energy Ant "Coloring Book" for the Energy Information Administration. The coloring book is used as a tool for teaching students about the various energy resources.
- The Distribution Center, conducted the FY 2007 Data Call Survey for updating the FY 2008 Code of Federal Register mail list.

Graphics Business Line:

The Graphics Business Line delivers services from two locations (Forrestal and Germantown) with a staffing complement of 5 (1 Program Manager/Team Leader (Forrestal); 4 Visual Information Specialists (3 at Forrestal, 1 at Germantown); and an Office Assistant (Forrestal).

The graphics function supports DOE Program Offices that provide a wide range of scientific, technical, administrative and public information programs. Its role is to communicate by graphic design or other visual means information for those programs. This includes the design of such visual information required for:

- a. printed materials--books, pamphlets, newsletters, posters and other similar material that is reproduced by either duplicating, copying or offset printing processes;

- b. exhibits—which may be either two-or three dimensional and, in addition to printed material, make use of models, audiovisual presentations, and electronic devices that permit viewers to access desired information or activate a display;
- c. Visual aids for oral presentations--which may require the use of visual materials presented to the audience in the form of photographic slides, viewgraphs, overhead transparencies, flip charts and posters.

In 2004, as a result of an A-76 study, the graphics activities became the subject of a Technical Performance Plan (TPP) that represents the Most Efficient Organization (MEO). This reduced government cost, strengthened accountability, maintained effective oversight, and enhanced the organizations performance reporting. This plan is prepared in accordance with the organizational structure and general requirements of the MEO.

Mission: The Group exists to provide quality, on-site, cost effective, timely Graphics/Visual Media services to the Office of the Secretary and Headquarters staff of the DOE.

Vision Statement: Our vision is to be the provider-of-choice of high quality, timely, cost-effective graphics/visual media services to all offices within DOE, with the use of external vendors being relegated primarily to the procurement of more complex jobs.

Accomplishments:

- In FY 2007 we received a total of 3,617 job requests of which 1,798 were request for graphics services.
- Provided support for the annual DOE National Science Bowl Competition – provided contract vendor oversight for the production of all supporting graphics related materials
- Provided support for the Lawrence Awards presentation ceremony – provided contract vendor oversight for the procurement of recipient medals and certificates
- Provided support for the DOE 30th Anniversary Celebration – provided the design and printing originals for all printed materials relating to the 30th Anniversary Program, including lapel pins, certificates and special awards.
- Provided support for the with the Main Lobby Visitors Museum – provided contract vendor oversight for the production of all three major exhibits, assisted with the pre-production process of numerous other exhibits, prepared designs and print originals for the program booklet, and prepared and produced the final products (personalized certificates, pins, and mail-merged notes from the Secretary) for presentation to 850 DOE Federal employees who were with the agency when it came into existence in 1977.

Goals and Strategies:

1. Increase production by 10% based on 2007, this should result in a target demand of 1,933 jobs in 2008, and 2,127 jobs in 2009.
 - a. Producing for distribution a Guidebook on the products and services the Operation offers and how customers may access these services. The document is to include an estimate of turn-around time and some general cost guidelines.
 - b. Advertising the Operation's services through an Outreach Expose designed to familiarize prospective customers with the Operation's staff, services, processes and products.
 - c. Achieve a 100% customer satisfaction as a basis for in-house production.
2. Increase by 10% the number of jobs completed in-house as opposed to being contracted out. This goal is to be achieved through:
 - a. Ensuring that the Operation's equipment is of industry-standard;
 - b. Equipment is properly maintained;
 - c. Software is available for state-of-the art output;
 - d. Staff are well-trained in the use of the equipment and software;
 - e. Staff exercises time-management and quality control effectiveness.
3. Systems & Processes
 - a. Review the JETS system for upgrading/replacing to improve the versatility of its current tracking capabilities.
 - b. Improve current system that effectively and accurately tracks the processing of jobs and allows for time and financial data to be simultaneously recorded.
4. Refine inventory/ordering system to promote timeliness and cost effectiveness:
 - a. Ensure that essential supplies are procured and on hand in sufficient quantities to avoid any lag in production time.
5. Ensure accuracy in recording of data:
 - a. Ensure that all job specifications are documented to the customer's satisfaction, thereby decreasing the opportunity for additional cost.
 - b. Review all job records are properly and completely filled from the customer through to its completion.
6. Human Resources
 - a. Encourage customers to complete and forward the Feedback form that is now available electronically;
 - b. Review forms and discuss comments with customers to target improvements;
 - c. Utilize graphics cutting edge technology to reduce time on jobs;
 - d. Provide software and training for Visual Information Specialists;

- e. Provide opportunities for Visual Information Specialists to practice new skills;
- f. Diversify jobs as a means of promoting new skills building.

Planning Process

Our objectives for improving business line performance are in line with those of the Office of Management (MA) and the Working Capital Fund (WCF) and support the Department's strategic objectives in Corporate Management. The Office of Management objectives are to provide Headquarters' programs with best value and with quality products and management services. The WCF objectives are to improve the efficiency of DOE administrative services and to provide accurate full-cost budgets.

Each year the business line updates its five-year plan using a balanced scorecard approach with objectives, performance goals to measure our success, and strategies to reach our objectives. We report progress toward these balanced scorecard objectives to the WCF Board on a quarterly and annual basis. We implement pricing policies that are based on the guidelines provided in the *Working Capital Fund Guide to Services and Procedures* (the Blue Book), which is available online at www.ma.mbe.doe.gov/wcf.

Environmental and Competitor Analysis

The Printing Team continue utilizing the Government Printing Office (GPO) term contracts, one time bid process and Simplified Purchase Agreement (SPA) for procuring printing and related services. These printing contracts were established utilizing GPO's contract bid process.

GPO continues managing its printing process role in accordance to Title 44, United States Code and the Government Printing and Binding Regulation. GPO maintains its commitment to modernizing the process of the government printing and using automation tools to improve timeliness and reporting. The entire printing process is becoming more electronic with time with the GPO taking a leadership role in software development. The business is participating in the move towards electronic media by providing documents for electronic media through OSTI and CD distribution.

External Regulation and Partnerships

Title 44, United States Code and the *Government Printing and Binding Regulations* address production of government printed products. *Title 44* sets forth the laws governing utilization of appropriated funds for printing and stipulates the use of the Government Printing Office (GPO) as the mandatory source for the procurement of printing and related services. The Printing Services business line incorporates these regulations into the production of printed products and related activities.

Resources and Capabilities of the Organization

Five contract employees performed the procurement of printed products and related services, with one federal person providing oversight.

Needs and Capabilities of Customers

Customers' needs differ depending on the nature of the printing job. Although there is a move towards web-based technologies, our customers often require a hard-copy document to respond to an oversight organization, that is, a report or finding document. Governmental documents must be available for distribution to the public and some messages are best carried in print media.

The Printing Business Line partners with program customers to effectively communicate their messages in print media in a cost effective and timely manner. The Printing Business Line seeks to be an integral part of the procurement of these services for Headquarters' offices.

Balanced Score Card Elements

Customer Objective: Produce final printing products that conform to customer's expectations

Capturing a customer's requirements is often a challenge in printing. The more concrete an example the customer provides, then the easier it is to fulfill their expectations. However, often the customer has an expectation for a final product that requires a great deal of refinement to satisfy the need for a timely, cost-effective, satisfactory printed product.

Business line employees meet with the customer and often schedule a graphics expert to focus the expectation on an achievable end product. Whereas the program official may know how to communicate the message in words, it is often the layout, the use of color, and graphic presentation that makes the difference in a satisfactory printed product. The business is always seeking ways to satisfy each customer's needs while paying attention to the need for timeliness.

Another way the business achieves this goal is by pre-testing media for printing errors, ensuring that the format conforms to the customer's draft. The Printing Business Line also maintains file copies of electronic media for small products such as envelopes, letterheads, note pads etc. This procedure minimizes the recreation of artwork/electronic media for reprints.

Performance Goal	Performance Standard
Prepare print specifications so as to eliminate	Reduce errors by 20%

the need to print the job twice due to errors and misunderstandings.	
--	--

Baseline: Five errors in FY 2003. Two reprints in FY 2007.

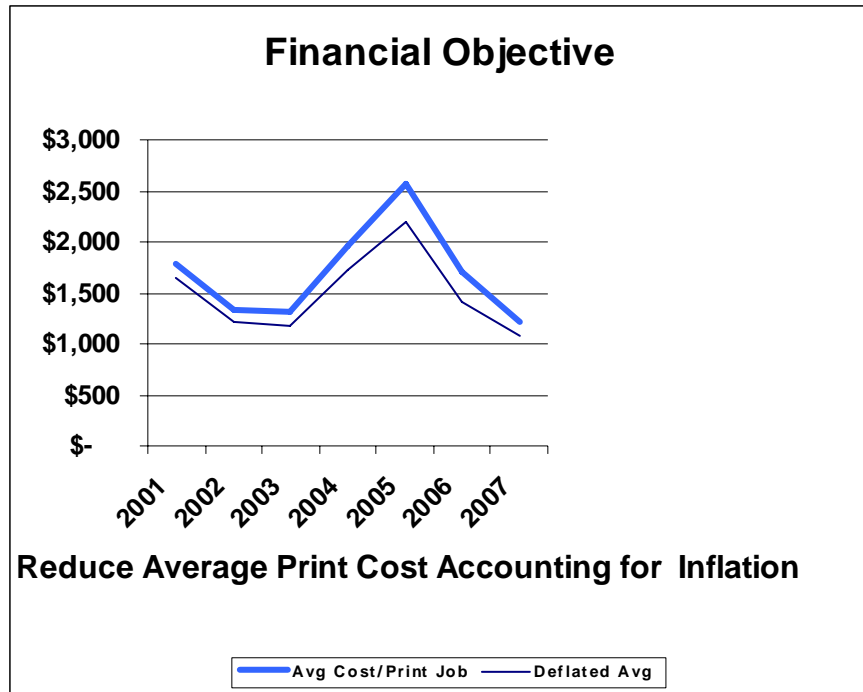
Strategies for Improving Customer Satisfaction	Fiscal Year				
	2008	2009	2010	2011	2012
Schedule conferences with customers to improve understanding of printing capabilities and options.	X	X	X	X	X
Pre-test media for errors or complications	X	X	X	X	X
Benchmark other Federal Agencies	X	X	X	X	X
Conduct press sheet inspections when required base on Printing requirements	X	X	X	X	X

The Printing Team works with customers to determine the most cost-effective means of

Financial Objective: Reduce customers' printing costs by identifying less expensive methods of producing products.

unessential requirements such as multicolor, glossy paper stock, accelerated delivery deadlines, etc. Because all jobs must be bid through GPO or placed with established GPO term contractors, the Printing Team partners with the GPO to encourage bids based on a best-value concept, which encompasses cost, delivery turnaround and quality as opposed to lowest bid, which does not always result in a quality product.

Performance Goal	Performance Standard
Reduce costs for program offices.	Maintain average print costs below the rate of inflation.
Intragovernmental Payment and Collection (IPAC) are completed on or before required dates	Process, prepare and submit IPAC billing for payment within two weeks of receipt of IPAC from government representative this includes the reconciliation of the printing estimated cost versus actual cost for customer' billing through the WCF.



Production costs decreased in 2007, but did so according to an overall five plus year trend. A large portion of this is directly related to color copying pulling short run color from print specifications. The small increase in the number of jobs is attributable to two factors; the first being an increase in the number of DOE business card orders, the second factor is directly related to SPA order writing (this eliminates ganging multiple items to a larger order). Future increases in SPA order writing will trend up at a significantly slower rate as the number of jobs available to be written as such is largely done as SPA orders already. A projection and target increase of ten would be recommended.

Strategies for Improving Financial Performance	Fiscal Year				
	2008	2009	2010	2011	2012
Use customer conferences to explore cost saving practices.	X	X	X	X	X
Conduct/seek competitive bidding when not utilizing GPO direct deal term contracts.	X	X	X	X	X
Allow vendors sufficient printing time to ensure lower cost and best value.	X	X	X	X	X

Internal Processes Objective: Foster partnership with the GPO to utilize “best-value”

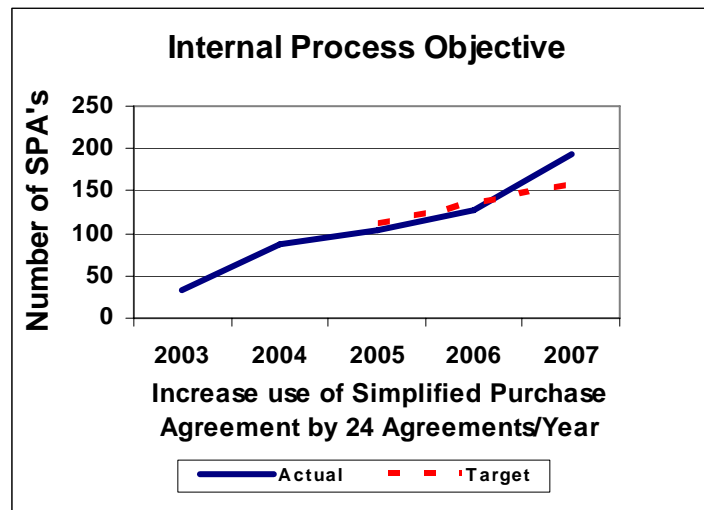
contracting to provide the best possible product to customers.

Under the *Government Printing and Binding Regulations* and *Title 44 United States Code*, Federal Agencies are mandated to utilize the Government Printing Office to bid printing jobs or utilize a vendor who has negotiated a 'term contract' for printing and related services with the GPO. GPO has a precedent of awarding contracts based on 'lowest bid', without regard to other parameters that might influence the output and result in a lower quality product.

The Printing Team acts as a liaison with GPO. The printing team attends meetings with other government agencies sponsored by the Interagency Council on Printing and Publications Services.

This Council meets several times a year to discuss issues relating to print services. The Printing Team will continue to work with the GPO representatives to encourage their use of 'best value' contract awards.

Performance Goal	Performance Standard
Foster utilization of 'best value' awards	Double the use of best value awards



Strategies for Improving Internal Processes	Fiscal Year				
	2008	2009	2010	2011	2012
Attendance at Interagency Council on Printing and Publishing Services meetings and related seminars.	X	X	X	X	X
Communicate regularly with our assigned GPO Agency Publishing Services Group to ensure an efficient method for procuring work through GPO and GPO vendors.	X	X	X	X	X
Maintain current data in the Printing Procurement Job Tracking System.	X	X	X	X	X

Learning and Growth Objective: Improve the skills of all staff.

line's customers. To achieve this, the business line will develop and implement a training program that exposes staff to seminars, classes and forums that relate to printing operations, new technology and pertinent industry and regulatory issues.

Performance Goal	Performance Standard
Federal Employee IDP(s).	All federal employees associated with the Printing Team have IDP(s)
Support Services Employee Training	Work with contract employee management annually to assess incremental training needs.

In FY 2007, the Team Leader of the business line attended one-growth activity and two support services employees attended one growth activity.

Strategies for Improving Employee Learning and Growth	Fiscal Year				
	2008	2009	2010	2011	2012
Ensure contract employee has skills, expertise and materials to carry out delegated responsibilities consistent with Performance Work Statement.	X	X	X	X	X
Ensure all federal employees have an IDP in place	X	X	X	X	X
Allow staff to participate in Interagency Council on Printing and Publications Services.	X	X	X	X	X
Train staff in printing automation techniques, including provider and GPO systems.	X	X	X	X	X
Subscribe to various printing trade publications to learn about new technologies taken place throughout the printing industry.	X	X	X	X	X

Economic Analysis of the Printing and Graphics business:

Inputs to the Printing and Graphics business are federal and contractual personnel, and supplies related to printed products and graphic design. For the purposes of billing programs for the services provided, this business is segmented into pricing segments. These pricing segments differ in processes, suppliers and customers. Federal employees and related expenses are assigned to each segment based on approximations of staffing effort. The source data for this analysis are DOE actual accounting reports and other published sources¹.

(\$000)											
Pricing Segment	Overhead			Direct Material			Percent of Costs				
	Federal FTE	Related Exp	Other Mgt	Labor	Supplies	Subtotal	Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies
Printing	150	250	-	62	561	1,023	14.7%	24.4%	0.0%	6.1%	54.8%
Distribution	39	25	-	343	186	593	6.6%	4.2%	0.0%	57.8%	31.4%
Federal Register	50	25	-	-	578	653	7.7%	3.8%	0.0%	0.0%	88.5%
Graphics	400	635	-	144	379	1,558	25.7%	40.8%	0.0%	9.2%	24.3%
Infrastructure	100	-	-	437	-	537	18.6%	0.0%	0.0%	81.4%	0.0%
(outsourced)	739	935	-	986	1,704	4,364	16.9%	21.4%	0.0%	22.6%	39.0%
Subtotal P&G											

(\$000)											
Pricing Segment	Unit Cost (whole dollars)							Incremental Costs			Pricing Policy
	Units	Federal FTE	Related Exp	Other Mgt	Labor	Supplies	Subtotal		Fixed	Variable	
Printing	860	174.42	290.70	-	72.09	652.33	1,189.53	724	400	623	Usage
Distribution	860	45.35	29.07	-	398.84	216.28	689.53	625	407	186	Tax
Federal Register	308	162.34	81.17	-	-	1,876.62	2,120.13	1,877	75	578	Usage
Graphics	2,100	190.48	302.38	-	68.57	180.48	741.90	249	1,179	379	Tax
Infrastructure	1,297	77.10	-	-	336.93	-	414.03	337.00	100	437	Usage
(outsourced)									2,161	2,203	
Subtotal P&G											

The *Percentage of Costs* analysis reveals that Federal FTE (salaries) and related expenses (rent and other infrastructure) are relatively high compared to direct costs. The business uses a large space in the basement of the Forrestal Building. Indirect expenses are 21.4%, which is higher than the average Fund business (13%) by more than 8%, which computes to \$367 k higher on average. The direct labor costs are related to distribution and delivery of the reports at DOE

¹ The source accounting data is from FY 2006 final STARS data, indirect costs are from the *FY 2006 Indirect Cost Analysis* prepared for the DOE IG, units of production commonly derived from the performance reports included in the *Fiscal Year 2006 Annual Report* of the WCF.

headquarters and the sale of printed products. These services are provided under a contract with the National Industry for the Severely Handicapped. The social benefits of this contract must be balanced against efforts to force efficiencies.

1 The source accounting data is from FY 2006 final STARS data, indirect costs are from the *FY 2006 Indirect Cost Analysis* prepared for the DOE IG, units of production commonly derived from the performance reports included in the *Fiscal Year 2006 Annual Report* of the WCF.

The printing segment of the business supports programs in preparing media for printing by contractors (federal staff), distributes the printed products to programs, and pays for the actual printing costs. The Graphics segment of the business supports programs with both support in preparing media as well as actual graphics products prepared in-house. Unit costs for all segments have a large federal component which is subsidized by the parent organization. Fixed costs are largely the federal component with a small contractual support component added. Variable costs are the actual outsourced printing and graphics charges and to a smaller extent the cost of supplies. For the graphics business, the incremental costs for outsourced materials are higher due in part to the overhead of the vendor providing this service. Insourced graphics includes the dedicated photographers and their product which is fixed in the short run.

Cost Cutting: Business employees meet with program managers to prepare print specifications so as to eliminate the need to print the job twice due to errors and misunderstandings.

Baseline Data: Because this is the first year of this analysis, there is little data on which to baseline. However, we plan on updating this analysis with FY 2007 data which will form the basis for comparing these results for trends in fiscal years.